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18 October 1971

Director of Communications

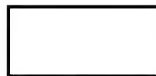
2D 00            Hqs.

Please see that the attached  
is also shown to the Director of  
Security and the Director of  
Medical Services (item on page 4).

JHP

Chief, DD/S Plans Staff

7D 10            Hqs.



Att: "R&D" dated Aug 1971 *to D/CO.*

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TO	NAME AND ADDRESS		DATE	INITIALS	
1	DDS		AUG 1971	Pte	
2	JWC		15 OCT 1971	JWC	
3			18 Oct	JWC	
4	Our R&D panel rep should see				
5	also DGO + D sec if they don't				
6	already have copies				
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
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<b>Remarks:</b> <p>The attached paper is the second of what I believe will be a continuing series designed to inform all Agency R&amp;D people about recent developments and achievements which might be potentially useful in a number of applications. In addition to helping with R&amp;D coordination the items also give recognition to the responsible Project Officers.</p> <p>There is no formal schedule for these papers--they are assembled and distributed whenever inputs from the various technical offices make it worthwhile.</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDR			DATE		
Carl E. Duckett			19-8-71		
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FORM NO. 1-67 237 Use previous editions

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DD/S 71-2983

**MEMORANDUM FOR: Director of Planning, Programming and Budgeting****SUBJECT : Research, Development and Engineering Coordination****REFERENCE : Your memo to DD/S dtd 16 July 71, same subject**

John:

1. I warmly endorse the basic idea that research, development and engineering planning, programming and budgeting be integrated, evaluated and justified in the context of the missions and functions which it supports but I have some trouble with the organizational framework suggested.

2. The Deputy Director for Science and Technology is a principal operating user of RD&E. In fairness to his primary function, and since the key Agency-wide decision point for the RD&E process is in the Office of the Executive Director-Comptroller, it would seem that O-PPB should be the focal point for RD&E review and coordination. I suggest, therefore, that the Chairmanship of the RD&E Board be in O-PPB rather than in DDS&T.

3. Depending on how you plan to issue the draft paper, you may want to consider some revamping of its format, organization, and editorial style. In effect, the paper abolishes the RD&E program category, charges Deputy Directors with responsibility for determining how much RD&E is needed to support their operational missions and revises the role of the RD&E Board. The purpose of the memorandum might be restated to that effect. The paragraphs captioned "The Status of RD&E Coordination" are informative and may be useful background but probably do not contribute anything to the knowledge of the audience to which this paper will be addressed and, therefore, might be omitted.

4. The paragraphs captioned "Principles of RD&E Management" might be limited to a statement that research and development is an inseparable part of the activities necessary to the pursuit of Agency missions. It is the

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responsibility of each Deputy Director to determine how much RD&E is needed to support his operational missions and to recommend program levels and content to the Director. Since the Office of Research and Development has a statement of mission and functions already set forth in Agency Regulations, it seems superfluous to state the necessity for its existence in this paper. If, however, the term of the RD&E, long or short, is to be a criterion for determining whether projects should be referred to ORD or programmed and funded by the sponsoring component, then there needs to be some definition of what long- and short-term development are.

5. The paragraphs under the caption "Procedures" are not really procedural and they are repetitious of statements included in the paragraphs captioned "Principles of RD&E Management." It should be necessary to say only once that each Deputy Director is responsible for recommending what and how much RD&E should be done within his organization, for example. Some rearrangement of subparagraphs a and b might make it unnecessary to deal with monitoring and execution in each of them.

K1 6. Again, [ ] sets forth the mission and functions of the Office of Research and Development and it doesn't contribute to this paper to say that the DD/S&T will maintain it within his Directorate. The Deputy Director for Science and Technology is charged with apprising the Director of technical gaps and program redundancies in paragraph 3 and the RD&E Board is given the same responsibility in paragraph 5. It would be helpful to the reader if these responsibilities were reordered in some way.

7. In sum I agree in substance with the objectives of your paper with the exception of the location of the Chairmanship of the Board.

/s/

Robert S. Wattles  
Acting Deputy Director  
for Support

AT SOS/DD/S: [ ] bbt (28 July 71)

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21 JUL 1976

MEMORANDUM FOR: Acting Deputy Director for Support

SUBJECT : Research, Development & Engineering Coordination

REFERENCE : PPB 71-1135, dtd 16 July (Attached)

Bob:

I warmly endorse the basic aim of the reference, i.e., that Research, Development and Engineering planning, programming and budgeting be integrated, evaluated and justified in the context with the missions and functions which it supports. I have some trouble with the organizational framework and procedures suggested.

The Deputy Director for Science & Technology is a principal operating user of RD&E. In fairness to his primary function I believe it more appropriate to position the coordination and Agency-wide review function in PPB. Thus, the suggested retention of a Special Assistant to the DD/S&T to serve as Chairman of the RD&E Coordinating Board should, I think, be located in O/PPB.

In this day of hard programming and budgetary scrubbing the key decision point Agency-wide is the Office of the Executive Director, Comptroller. As we all appreciate, O/PPB is the staff organization which is the decision developing body in the common arena.

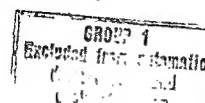
While it is probably a long-term goal to decentralize program and budget development, I am persuaded that for the immediate future the Agency will require strong centralized control. The O/PPB is that one common power point now and if anything I see its role strengthened in the next couple of budget years. Thus, my recommendation that the management/coordination point for RD&E be in the O/PPB and not as a Special Assistant to the DD/S&T.



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Director of Communications

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71-1135

16 July 1971

MEMORANDUM FOR: Deputy Director of Support

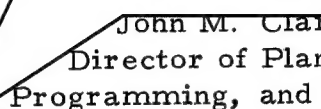
SUBJECT : Research, Development and  
Engineering Coordination

Jack:

1. You will recall that at the Director's Planning Session, we had a limited discussion of research and development coordination. It was agreed that we would not consider research and development as a specific mission of the Agency or a separate category, per se, although we would continue to assemble the data for Congressional and budgetary review in the same fashion we have to date. The judgments, however, with respect to the level of R&D would be left to the individual Directorates and be subject to the normal reviews associated with the Directorate's mission.

2. Attached is a draft of a research, development and engineering instruction that attempts to do what was discussed in principle. It has been reviewed by the DD/S&T and DDI and agreed. I am sending it to you for your review and comment, and I am also sending a copy to the DDP requesting similar attention.

3. If we can get a coordination on this or some substitute document, Carl Duckett would propose to present it to the Executive Director-Comptroller in fulfillment of his follow-up action on the Planning Session. May I have your suggestions.

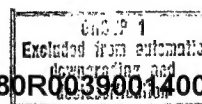


John M. Clarke  
Director of Planning,  
Programming, and Budgeting

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## RESEARCH, DEVELOPMENT AND ENGINEERING (RD&E)

The purpose of this memorandum is to set forth the principles by which the RD&E activities in the CIA are guided and to outline the organizational structure and procedures for the funding, management and coordination of these activities.

### THE STATUS OF RD&E COORDINATION

Efforts during the past four years to centralize the coordination of planning and programming of Research, Development, and Engineering (RD&E) have led to improved communication among components doing RD&E, and have fostered an increased awareness of the scope and nature of RD&E in the Agency.

At the same time, it has become clear that a coordinative body has not been successful in evaluating needs and establishing successfully priorities for the allocation of resources among RD&E objectives of the participating offices.

Indeed, the planning and programming of RD&E as a program category has distorted the role of RD&E in the Agency by implying that RD&E is a separable Agency function or mission. It is important to place RD&E

activities and the planning and programming for them in a more appropriate context.

#### PRINCIPLES OF RD&E MANAGEMENT

The following principles will now govern:

1. RD&E activities are not in themselves a mission of the CIA. However, research and development of new techniques and equipment is vital to the Agency and is an inseparable part of those activities necessary to the pursuance of Agency missions. Since scientific and engineering advances must be exploited promptly to obtain technological advantages in operations, a close coupling between the technical and the operational organizations is required -- a coupling which best can be insured by performing most of the RD&E activities within the mission management structure.
2. How much RD&E should be done and what projects should be pursued must be determined in the context of the particular mission that each RD&E project supports and the priority assigned to that project must be derived from the priority associated with the mission it is designed to support. It is therefore the responsibility of each mission manager to determine how much RD&E is needed to support his operational missions and to recommend program levels and content to the Director.
3. At the same time, it is recognized that there are factors inherent to technologic investigation which cannot be accommodated entirely through the operational management structure. They are:

a. The natural and proper tendency of operational organizations to emphasize near term goals and to require assurance of higher confidence in their development programs.

b. The evolving nature of Agency missions and the long lead time needed for research and exploratory development to meet future needs which may not be related to established requirements.

c. The existence of technical areas which are common to several operational activities and the consequent need for centralized programs in these multimission fields.

It is therefore necessary to provide for an R&D organization - the Office of Research and Development - which is free from the demands of near-term mission requirements and thus better able to address longer range needs than R&D organizations supporting current operations. The appropriateness of programs to be conducted by this organization should be judged by their relevance to plausible Agency requirements of the future. The amount of funds to be allotted to work in this category will be determined by the Director.

4. The foregoing principles emphasize effectiveness by assigning the management authority for most of the RD&E activities among the operating organizations. To minimize

the possible inefficiencies in this arrangement without contravening the authority of the management structure, it is necessary to provide a coordinating mechanism to promote communication and the exchange of information, and to expose serious redundancies and technological gaps.

#### PROCEDURES

1. Each Deputy Director is responsible for recommending what and how much RD&E should be done within his organization through the same program review processes as for his other activities. The criteria by which each Deputy will establish his RD&E activities will include (1) relevance to his functions and (2) potential for improvement in the way these functions can be performed. Therefore:

a. Initial determination of resource levels and objectives for RD&E will be the responsibility of the individual Deputy Directors. Monitoring execution of RD&E activities shall be a primary responsibility of the individual Deputies, within Agency program review and evaluation procedures.

b. RD&E will no longer be treated as a separate program category of Agency activity for planning and programming. It may be presented in a total package for external budget presentation as required. For execution,

however, RD&E will be considered a subcategory of Agency functional categories -- Collection, Production, Covert Action, Communications, Information Processing and Exploitation, and Program Wide. Planning, programming and budgeting for RD&E will thus be integrated, evaluated and justified in context with that for the missions and functions it supports. Proposed RD&E activities thus will be forwarded for higher level review and evaluation as an integrated part of Directorate Submissions.

2. The DDS&T will maintain within his directorate an Office of Research and Development to perform research and exploratory development on behalf of the Agency as a whole. The DDS&T will be responsible for determining the activities to be conducted by ORD based on their relevancy to plausible future Agency needs and his judgment about the directions of technological advance that would be most productive. All funds for these programs will be handled as an integral part of the DDS&T program package. ORD will also posture itself to entertain requests from other Directorates to manage specific R&D projects on their behalf.

3. The Deputy Director for Science and Technology will continue to be responsible for promoting technical information exchange among all CIA components with RD&E

activities and for appraising the Director of the overall health of Agency RD&E. He will also regularly identify and report to the DCI serious technical gaps or program redundancies. He is authorized to appoint a Special Assistant to aid him in this assignment.

4. A CIA Research, Development and Engineering Board will be established consisting of representatives from each Directorate, OPPB, and such other components as may be necessary to meet these objectives. The Special Assistant to the DDS&T will serve as Chairman. The Board will place special emphasis on the coordination and exchange of RD&E technical data and on the identification of technical gaps in the Agency RD&E activities. This task will require the full cooperation and assistance of all elements of the Agency and necessitate full access by the Board to detailed needs and plans.

5. Copies of Directorate program plans for RD&E which are submitted by the Directorates to the Executive Director will be made available to the RD&E Board for consideration and reporting on their technical aspects. The RD&E Board will submit to the DDS&T recommendations regarding duplication, overlap or gaps in Directorate program plans which he can bring to the attention of the Director and the Executive Director as an input to the resource review process.

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6. The DDS&T will conduct technical reviews of actions requiring the approval of the Director as requested and discuss any foreseeable technical issues with the offices involved, including recommending appropriate changes or modifications.



1967

This Notice Expires 1 August 1968

INTELLIGENCE ACTIVITIES

17 July 1967

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COORDINATION OF RESEARCH, DEVELOPMENT,  
AND ENGINEERING (RD&E)

1. OBJECTIVES

a. Research, development, and engineering (RD&E) of new techniques and equipment for collecting, processing, and evaluating intelligence data is vital to CIA, as is the contribution research and engineering can make to communications and the security of intelligence activities. It is essential that RD&E efforts be responsive to the total needs of CIA and that scientific and engineering advances be promptly exploited to maintain and improve technological advantages wherever possible. Although there has been commendable progress in the development of common and effective R&D programs within the Agency, further improvements are desirable to achieve our objectives. In particular, better coordination of RD&E is necessary to increase our efficiency; preclude duplication in contracts and fragmentation of effort, and otherwise improve over-all Agency performance.

b. Communication and understanding are inherently difficult whenever a broad spectrum of technology supports widely diverse operational functions such as those of the Agency, and a particular objective is to facilitate communications between those elements of the Agency conducting research and exploratory development, those concerned with development and engineering work directly supporting operational units, and those responsible for operations. Deliberate and conscious efforts must be fostered on the part of all involved with our RD&E to obtain the desired degree of understanding between those engaged in research, development, engineering, and operations.

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17 July 1967

## INTELLIGENCE ACTIVITIES

c. A procedure is necessary by which Agency RD&E needs can be identified and consolidated into a coordinated plan for RD&E. Monitoring of all proposed and active RD&E programs is required so timely information on the over-all status of RD&E work implementing the plan can be maintained. By centrally coordinating planning, and monitoring, while maintaining decentralized execution of projects, Agency talent may be effectively grouped to exploit expertise in research, and at the same time retain engineering support in close contact with operational elements.

## 2. PROCEDURES

a. The Deputy Director for Science and Technology is responsible as a staff officer to the Director for coordination of Agency RD&E programs and is authorized to appoint a Special Assistant to aid him in this assignment.

b. The DDS&T, in response to the annual Agency program call, will convene a meeting of the other Deputy Directors, at least annually, to insure the consistency of the proposed RD&E effort with the Agency's goals and objectives. A further objective of this review by the Deputy Directors will be to develop planning guidance for future RD&E and discuss alternatives within the over-all resource levels available.

c. Proposed RD&E program plans including cost estimates will be prepared by offices engaged in RD&E activities in accordance with the Agency planning instructions. Before inclusion in Directorate plans, the office proposals will be coordinated and consolidated by the DDS&T into a single, complete Agency RD&E plan. He will seek resolution of areas of duplication among the offices and identify RD&E gaps which may not be recognized by the offices. This complex task will require the full cooperation and assistance of all elements of the Agency and necessitate full access by the DDS&T to complete program needs and details. The plan, together with any Directorate comments, will be submitted to the Executive Director-Comptroller for the Director's review and action.

INTELLIGENCE ACTIVITIES

17 July 1967

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d. The DDS&T will participate in any significant reprogramming or replanning which may result from budget actions, shifts in program emphasis, technical breakthroughs, or changes in Agency goals.

e. The DDS&T will establish mutually acceptable procedures with the other Directorates so that significant procurement requests for proposed RD&E undertakings will be reviewed by them to insure compatibility with the previously approved Agency-wide RD&E program. If requested by a Deputy Director, any proposed action will be technically reviewed by the DDS&T, and all actions requiring the approval of the Director will be technically reviewed by the DDS&T. The DDS&T will discuss proposals with the office involved if there are any problems, and recommend appropriate changes or modifications.

f. The DDS&T will work with the research, development, and engineering organizations to improve the over-all quality of technical effort and promote the use of common administrative procedures and practices among the RD&E elements.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

R. L. BANNERMAN  
Deputy Director  
for Support

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DD/S 71-1325

12 April 1971

MEMORANDUM FOR: Director of Personnel

For your information - at the Morning Meeting today mention was made of an inquiry from Comptroller General Staats on a broad study on the R&D field. Colonel White mentioned that the application of Mr. Staats son for a position as a 1971 summer intern had been turned down and that he had been here some days ago to get this word.



John W. Coney  
Deputy Director  
for Support

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DD/S:JWC:llc (12 April 1971)

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**Remarks:**

My recommendation regarding reductions to the FY-72 R&D program are described in the attached memorandum. I know you have been working closely with your representatives in the rapid preparation of this response. I believe the action which I have recommended is appropriate at this time particularly in view of the uncertainty about the possible availability of year-end funds and other important factors.

If you wish to discuss the program now I will arrange a meeting at this time, but I believe we might more usefully spend our time in reviewing the FY-72 program at the end of April when there should be less uncertainty.

**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Carl E. Duckett	1-12-71

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DD/S&amp;T 112-71

12 January 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : FY-72 R&amp;D Program

1. The Directorate R&D representatives have developed several ways in which reductions up to \$4M could be achieved in the FY-72 R&D program through combinations of specific reductions in major programs together with prorated reductions across the program.

2. I have reviewed the alternatives along with the recommendations of the other Deputy Directors, and recommend at this time the acceptance of a delay in proceeding with the longer range capability for [redacted]. Further, studies which I have initiated indicate that a reduction in the Information Processing subcategory through IPRD digital work consolidation can be achieved. A detailed review will be required of the impact on [redacted] but I believe a reduction in this program of \$1M can be obtained through the delay, and \$0.5M through the IPRD consolidation. To achieve a \$4M total, I would recommend prorating the remaining \$2.5M following the distributions developed by the Directorate R&D representatives.

3. A substantial reduction in audio R&D was recommended, but inadequate information about the substantive yield from this program makes me reluctant to endorse this recommendation.

4. The FY-72 R&D program even at the present [redacted] level does not provide adequate effort in support of well identified intelligence needs and, perhaps more importantly, risks the Agency's capabilities in the future. Any reductions have very real penalties associated with them and, if possible, the amount of the reduction in the R&D program should be minimized by year-end funding or other means.

[redacted]  
Carl E. Duckett  
R&D Coordinator

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